

MBA- SEMESTER -I

MGT -8101 MANAGEMENT FOR ORGANISATIONS

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Marks: External –50, Internal -50

OBJECTIVE: The objective of this paper is to familiarize the students with basic management concepts

UNIT-I: Introduction:, Management Concept as Profession, Effective Management, Evaluation of Management thoughts—Scientific Management, Human Relation, Behavioural Scientist and System Scientist, Management Process & Planning: Functions of Management, Indian concept of Management functions

UNIT-II: Organizing & Staffing: Design of Organization structure, Authority & Responsibility, Line and staff relationship, Organizational Design, Managerial Excellence and Organizational Effectiveness, Staffing—Manpower, Planning, Recruitment & Selection, Training & Development, Performance Appraisal, Indian Context

UNIT-III: Leadership: Meaning of Leadership, Leadership Behaviour and Styles, Managerial Grid. Controlling: The Control Process, Types of Control, Human Aspects of Control, Control Techniques and Information Technology, Organizational Development - Introductory

UNIT-IV: Competing in World Markets, World class Improvement Techniques, Reviewing business strategy, world class information systems, Plant layout and Design, JIT, TQ, TEI, WCIS, Managing the Change, Knowledge management.

SUGGESTED READINGS:

1. Essential of Management, H.Koontz & O.Donnell, McGraw Hill
2. The Process of Management, W.H. Newman, PHI
3. Principles of Management, L.M. Prasad, Sultan Chand, New Delhi
4. Vedanta & Management, Nalini V. Dave, Vikas Publications,
5. Indigenous & Modern Systems of Admn. & Mgmt., N.P. Rao, Kanishka Pub, New Delhi
6. Management- Theory and Practice, B.S. Moshal, Galgotia Publication, New Delhi.

MGT –8102
Quantitative Techniques and Methods

L	T	P
3	1	0

Marks: External –50, Internal -50

OBJECTIVE: The objective of this paper is to make the students familiar with some basic statistical tools and linear programming technique. The main focus however is on their applications in business decision-making.

UNIT- I: Managerial Decision-Concepts, Matrices, Frequency Distribution and their Analysis.

UNIT- II: Probability Theory and Probability Distributions-Binomial, Poisson, Normal & Exponential.

UNIT- III: Correlation and Regression Analysis, Test of Hypothesis —t, Z and chi square tests, Analysis of Variance.

UNIT- IV: Time Series Analysis & Forecasting, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Introduction to some Basic Linear Programming Packages, Multivariate analysis.

SUGGESTED READINGS:

1. Mathematics for Modern Management, Burton V Sasieni, Wiley Eastern, New Delhi.
2. Business Statistics, Gupta S.P. and Gupta M. P., Sultan Chand., New Delhi .
3. Statistics for Management, Levin Richard I & Rubin David, Prentice Hall of India, New Delhi.
4. Linear Programming and Decision-Making, Narag A .S., Sultan Chand & Sons, New Delhi.
5. Applied Business Statistics- Text Problems & Cases, Stephen K.C., Harper and Row, New Delhi.
6. Statistics for Behavioral and Social Sciences, Chadha N.K., Reliance Publishing House, New Delhi.
7. Basic Statistics for Business & Economics, Kazmiot L.J and Phol N.F., McGraw Hill ,New York.
8. Fundamentals of Operations Research, Sharma J .K., MacMilan, New Delhi.
9. Business Statistics by Examples, Tery Sineich, Collior, MacMilan Publishers, London.

MGT –8103
MANAGERIAL ECONOMICS

L	T	P
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Marks: External –50, Internal -50

OBJECTIVE: The objective of this course is to acquaint the participants with the concepts and techniques used in economic theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

UNIT-I: Concepts and Techniques of Managerial Economics, Nature of Business decision-making, Marginal Analysis, Optimisation.

UNIT-II: Theory of Demand-Demand Function, Income and Substitution Effects, Revealed Preference Approach and Demand Forecasts, Production and Cost Returns to Scale, Cost Curves, Break-Even Analysis.

UNIT-III: Theory of Firm-Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non-Price Competition.

UNIT-IV: Macro Economics, Aggregates and Concepts-GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation-WPI CPI and Inflation Employment.

UNIT-V: Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy, Concept and Measurement of National Income, Determination of National Income, Consumption Function, Fiscal Impact and Investment Synthesis of Monetary and Real Factors, Role of international trade in Indian economy

SUGGESTED READINGS:

- 1- Business Economics, Adhikary M., Excel Books, New Delhi.
- 2- Economic Theory and Operations Analysis, 3rd edi., Baumol W J., Prentice Hall Inc., New Delhi.
- 3- Managerial Economics, Chopra O P., Tata McGraw Hill, New Delhi.
- 4- Managerial Economics, Keat Paul G & Philips K Y Young, Prentice Hall, New Jersey Inc, New Delhi.
- 5- Modern Micro Economics, Koutsoyiannis, Macmillan, New York.
- 6- Economics Organization and Management, Milgrom P and Roberts J. Economics, Prentice Hall Inc., New Jersey Englewood Cliffs.
- 7- Managerial Economics, S.P. Singh, AITBS, New Delhi.

MGT- 8104
CORPORATE ENVIRONMENT MANAGEMENT

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Marks: External –50, Internal -50

OBJECTIVE: The objective of this course is to make the students familiar with the concepts and techniques of environment and its management.

UNIT-I: Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to growth, Environment and Business Schools.

UNIT-II: Ecosystem Concepts, Basic Concepts and their Application in Business, Ethics, Environmental Management Trade and Environmental Management,

UNIT-III: Industrial Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000, Environmental Auditing, Clearance/Permissions for Establishing Industry, Environmental Management & Valuation, Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers.

UNIT-IV: GATT, WTO Provisions, Environmental Laws, Acts, Patents, IPRS, Role of NGO'S, PIL.

SUGGESTED READINGS:

1. Environmental Management, Uberoi N.K., Excel Books, A-45 Naraina Phase-1, New Delhi
2. Environmental Management, Pandey G.N., Vikas Publishing House, New Delhi
3. Environmental Accounting, Gupta N Dass, Wheeler Publishing, 19.KG Marg, New Delhi
4. Environmental Economics, Harley Nick, MacMillan India Ltd., Ansari Road New, Delhi
5. Environmental Economics, Kolstad Charles D., Oxford University Press

MGT-8105
BUSINESS SKILLS DEVELOPMENT

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Marks: External –50, Internal -50

OBJECTIVE: The Course is aimed at equipping the students with the necessary concepts, techniques and skills of communication to inform others, inspire and motivate them to get their cooperation in the performance of their jobs.

UNIT-I: Importance and Nature of Business Communication, Effective Communication, Functions of Communication, Components of Communication, Verbal Communication, Directions of Communication and Barriers to Communication.

UNIT-II: Communicating in Teams, Nonverbal Communication, Use of Technology to Access and Share Information—Electronic information, The Internet, the Telephone.

UNIT-III: Effective Writing—The Process of Writing Commercial letters—Routine Requests, Replies, Claim letters, Adjustment letter, Goodwill Messages, Persuasive Messages, Bad News Messages, Dos and Don'ts of Business Writing.

UNIT-IV: Business Report Writing—Planning the Report Collecting and Analysing Data, Writing the Report Business Presentations, Business Reports, Public Speaking and Negotiations, Customer Relations, Oral Communication—Presentation of Reports. Resume and Job Application letter, The Job Interview, Intra-organizational Communication—Memoranda, Notices, Circular, Orders, Agenda & Minutes, Staff Suggestions and Complaints, Legal Aspects of Business Communication, Project work

SUGGESTED READINGS:

1. Business Communication- From Process to Product, Boxman Joel P & Brachaw, Dryden Press, Chicago
2. Effective Business Communications, Murphy Herta A & Peck, Tata McGraw Hill, New Delhi.
3. Business Communications- Principles & Applications 2nd ed., Pearce C Glenn, John Wiley, New York
4. Successful Business Communication, Treece Malra, Allyn and Bacon, Boston.
5. Contemporary Business Communication, Scot Ober, PHI.
6. Personality Development and Career Planning Exercises-A training guide, Madan P., Golgotia

MGT-8106
CORPORATE LEGAL ENVIRONMENT

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Marks: External –50, Internal -50

OBJECTIVE: The objective of this courses it to acquaint the students with various business laws.

UNIT-I:Law of Contract – Meaning, Elements, Classification, Offer & Acceptance, Capacity of Contract, Free Consent, Consideration, Legality of Object, Agreement, Contingent Contract, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract.

UNIT-II: Sales of Goods Act, 1930, Banking Act 1950, Securitization Act, IRD Act – Basic Acts

UNIT-III:VAT, MODVAT, FEMA, E- TAXATION, the significance of information technology in the legal perspective, E – filing of returns

UNIT-IV:Company Act 1956 - Meaning & nature of Company, Classification of Companies, Formation of Company, MOU, Articles of Associations, Prospectus, Share & Share Capital, Allotment of Shares, Membership, General Meeting and Proceedings, Account Audit, Latest Amendments

SUGGESTED READINGS:

1. Mercantile Law, N.D.Kapoor.
2. Business Law, S.S. Gulshan & G.K. Kapoor.
3. The Companies Act
4. The Negotiable Instruments Act,
5. Taxman’s Mercantile Law,
6. Taxman’s Masters Guide to Companies Act,
7. Taxman’s Company Act, New Delhi.

MGT-8107
ACCOUNTING FOR MANAGERS

L	T	P
3	1	0

Marks: External –50, Internal -50

OBJECTIVE: The basic purpose of this course is to develop an insight of Postulates, Principles and Techniques of accounting and utilization of financial accounting information for planning, decision-making and control.

UNIT-I: Financial Accounting – Concept, Importance and Scope, Accounting Principles, Preparation of Financial Statements with reference to analysis of a balance sheet and measurement of Business Income.

UNIT-II: Financial Statements Analysis - Funds Flow Analysis, The statement of Cash Flow, Working Capital Management- Meaning Objectives, sources of fixed and working capital, capital structure

UNIT-III: Budget and Budgetary Control, Zero-Base Budgeting, Types of Budget, Management Accounting-Concept, Need, Importance and Scope, Ratio analysis

UNIT-IV: Activity based costing, Human Resource accounting, Responsibility accounting.

SUGGESTED READINGS:

1. Accounting Principles, Anthony R N and Reece J.S., Homewood, Illinois, Richard D. Irwin,
2. Accounting for Management- Text and Cases, Bhattacharya S K and Dearden, New Delhi, Vikas.
3. Financial Accounting, Heitger L E and Matulich Serge, New York, Mc-Graw Hill.
4. Management Accounting, Hingorani N.L. and Ramanathan AR, New Delhi, Sultan Chand,
5. Principles of Financial and Management Accounting, Horngren Charts etc.,
6. Financial and Managerial Accounting, Vij Madhu, New Delhi, Anmol Publications

MGT-II SEMESTER
MGT-8201
ORGANIZATIONAL BEHAVIOUR

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Marks: External –50, Internal -50

OBJECTIVE: The scope of this paper is to familiarize students with the concepts of OB knowledge to management practices.

UNIT-I: Concepts of OB: Concept of organizational behaviour, organization behaviour & organizational behaviour, field of organizational behaviour, Goals of organizational behaviour, applying OB knowledge to Management Practices.

UNIT-II: Foundation of Individual Behaviour: Attitudes, personality, Perception, Learning, Implications for Managers.

UNIT-III: Foundations of Group Behaviour: Concept, Types, why do people join Groups: Security, Status, Self-Esteem, Affiliation, Power, Goal, Achievement, External conditions Imposed on the group, Group Dynamics, Methods of group Analysis.

UNIT-IV: Communication & Group Decision Making: Concept, functions, Process Model, Types of Communication, Techniques of effective communication, Transactional Analysis, Quality circle, Confrontation session, communication pattern in Indian organizations.

SUGGESTED READINGS:

- 1- Management of Organizational Behaviour, P. Hersey and K.H. Blanchard, Sage.
- 2- Organizational Behaviour, L.M. Prasad, Himalaya, Mumbai.
- 3- Organizational Behaviour, S.P. Robbins,
- 4- Organizational Behaviour -Text and Cases, M.G. Rao, V.S.P. Rao & P.S. Narayana, Konark, Delhi.
5. Organisational Behaviour – Fred Luthans

MGT-8202
HUMAN RESOURCE MANAGEMENT

L	T	P
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Marks: External –50, Internal -50

OBJECTIVE: In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

UNIT-I: Concepts and Perspectives on Human Resource Management, Human Resource Management in a Changing Environment.

UNIT-II: Corporate Objectives and Human Resource Planning, Career and Succession Planning. Employee Welfare, Industrial Relations & Trade Unions, Dispute Resolution & Grievance Management and Employee Empowerment.

UNIT- III: Job analysis and Role Description, Methods of Manpower Search, Attracting and Selecting Human Resources, Induction and Socialization.

UNIT-IV: Manpower Training and Development, Performance Appraisal and Potential Evaluation, Job Evaluation & Wage Determination.

SUGGESTED READINGS:

1. Human Resource and Personnel Management, Aswathappa K., Tata Mc Graw Hill, New Delhi,
2. Human Resource Management 5th ed., De Cenzo DA & Robbins SP., New York, John Wiley,
3. The New International Manager, Guy V & Mattock J, London, Kogan Page,
4. Performance Measurements and Evaluation, Holloway J.ed., New Delhi, Sage,
5. Personnel Management 2nd ed., Monappa A & Saiyadain, New Delhi, Tata McGraw- Hill
6. Human Resource and Personnel Management, Ston Lioyed and Leslie W. Rue, Richard D. Irwin, Illinois.

MGT-8203
FINANCIAL MANAGEMENT

L	T	P
3	1	0

Marks: External –50, Internal -50

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Financial Management.

UNIT-I: Concepts of Financial Management: Objective & Scope of Financial Management, Techniques of Financial Management, Time Value of Money.

UNIT-II: Capital Budgeting: Evaluation Techniques, Cost of Capital- Cost of Different Sources of Capital, Weighted Average Cost of Capital.

UNIT-III: Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure- Approaches to Capital Structure, Optimum Capital Structure.

UNIT-IV: Working Capital Management: Determinants, Computation by Current Assets and Current Liability Method, Working Capital Financing, Inventory Management Techniques.

UNIT-V: CVP analysis and Dividend policy: Cost Volume Profits Analysis, Dividend Policies-Determinants and Models of Dividend Policy.

SUGGESTED READINGS:

1. Financial Management and Policy, V K Bhalla, Anmol, New Delhi,
2. Principles of Corporate Finance, Brealey A Richard, McGraw Hill, New Delhi,
3. Financial Decision Making, Hampton John, Englewood Cliffs, Prentice Hall Inc., New Jersey,
4. Financial Management and Policy, Van Horne and C James, Prentice Hall Inc., New Delhi
5. Principles of Financial Management, Winger Bernard and Mohan Nancy, Macmillan Publishing Company, New York.

MGT-8204
MARKETING MANAGEMENT

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Marks: External –50, Internal -50

OBJECTIVE: The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products.

UNIT-I: Nature and scope of marketing: Corporate orientation towards the market place, the marketing environment and environment scanning, marketing information system and marketing research.

UNIT-II: Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Market segmentation, Targeting and positioning. Product Decisions: Product mix, Product life cycle, New product development, Branding and Packaging decisions, Pricing methods and strategies,

UNIT-III: Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, co-operation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization.

UNIT-IV: Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept. New Issues in Marketing: Globalization, Consumerism, Green marketing, Planning and managing inventories in Supply Chain.

SUGGESTED READINGS:

1. Marketing Management—Analysis, Planning, Implementation and Control, Kotler Philip, Prentice Hall of India, N. Delhi.
2. Principles of Marketing, Kotler Philip and Armstrong Gary, Prentice Hall of India, N. Delhi.
3. Indian Cases in Marketing, Neelamegham S, Vikas, N. Delhi.
4. Fundamentals of Marketing, Stanton William J., Mc-Graw Hill, New York.
5. Marketing Management –Planning, Implementation & Control, Ramaswamy V.S. & Namakumari, Macmillan, New Delhi.
6. Marketing Management – Arun Kumar, Vikas Publishing

MGT-8205
PRODUCTION AND OPERATIONS MANAGEMENT

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Marks: External –50, Internal -50

OBJECTIVE: This course is designed to acquaint the students with decision making in planning, scheduling and control of Production/Operation function and the effective acquisition, storage and flow of materials in both manufacturing and service organizations so as to achieve total productivity.

UNIT-I: Managing Operations: Nature and scope of Production and Operations Management.

UNIT-II: Planning (Designing) the Conversion System: Designing of Products, Services & Processes, Facility Location, Type of Manufacturing Systems and Layout.

UNIT-III: Organizing the Conversion System: Job Design, Production and Operation standards and Work Management, Scheduling System, Aggregate Planning for Production and Services.

UNIT-IV: Controlling the Conversion Process: Inventory Control, MRP, Purchasing, Modern Operation Systems: Introduction to modern management system—JIT, KANBAN, FMS, TQM—Quality, Quality Assurance and Total Quality.

SUGGESTED READINGS:

1. Production and Operations Management-Concepts, Models and Behaviour, Adam, Everett E. and Ebert, Ronald J., Prentice Hall.
2. Modern Production Management, Buffa,E.S, John wiley,N.Y,
3. Productions and Operations Management, Chase R Band AquilanoJ.J., Homewood.
4. Managing Production and Operations, Starr Martin K., Englewood Cliffs, NJ.
5. Production & Operation Management, S.N. Chary, Tata McGraw Hill.

MGT-8206
RESEARCH METHODOLOGY

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Marks: External –50, Internal -50

OBJECTIVE: The course is designed to acquaint the students with business & managerial research methodology.

UNIT-I: Research in Management: Definitions, Meaning, Scope and Objectives of Research, Types of Research – descriptive vs. analytical, applied vs. fundamental, quantitative vs. qualitative, conceptual vs. empirical, significance of research, research process.

UNIT-II: Research Problem: Nature, Considerations in selecting a problem, necessity of defining the problem, techniques in defining the problem, An Illustration, Hypothesis- Nature, basic concepts regarding testing of hypotheses, flow diagram for hypothesis testing.

UNIT-III: Research Design: Meaning, Need and Features of good design, Types of Research Design: Research Design in case of exploratory research studies, Research Design in case of descriptive and diagnostic research studies, Sampling Design- steps, characteristics of a good sample design and different types of a sample design.

UNIT-IV: Data Collection: Methods of Data Collection – Observation, Interview, Questionnaire, Schedule, Scaling Techniques – Meaning, important scaling techniques. Processing and Analysis of Data: Processing operations, problems in processing, types of analysis – univariate and multivariate analysis, an overview of techniques, Report writing.

SUGGESTED READINGS:

1. Research Methodology, Boyd
2. Research Methodology, Kothari C.R, Vishwa Prakashan, N.Delhi.
3. Methodology & Techniques of Social Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
4. Research Methodology, Tripathi P.C, Sultan Chand & Co.. N.Delhi.

MGT-8207
BUSINESS ENVIRONMENT

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Marks: External –50, Internal -50

OBJECTIVE: The primary objective of this course is to acquaint the students with emerging global trends in business environment.

UNIT-I: Business Environment Business & society:- Business Environment – Internal & External, Macro Environment. Environmental Analysis. Business Society, Changing Concepts, Objectives of Business Ethics, Social Responsibility of Business, Shareholders, Consumers, Employees & Society / Community Consumer Rights, Consumers Protection & Consumerism in India, Consumer Protection Act. 1996 & Amendments

UNIT-II : Monetary Policy and Money Supply, Instruments, Fiscal Policy Union Budget, State Budget, Importance. New Industrial policy of liberalization, Globalization- Internationalization Strategies, Globalization of Indian Business, Public sector- Expansion & its Defects, Concept of privatization, problems, Benefits of privatization, Privatization in India Cooperative sector movement.

UNIT-III: Concept of Sick Units, Causes of Sickness, Sick Industrial Company Act (SICA) & Amendments, Role of Financial Institutions, Protecting of Patents & Trade Marks. Patents- Indian Patents Law, Protection & Benefits Trade Marks- Trade & Merchandise Marks Act. Objectives of MRTP Acts, Amendments, Control of MTP, RTP, UTP, (Monopolistic, Resistive & Unfair). Concept of Money Market, Its Constituents, Functions, The Indian Money Markets. Capital Market – Concept , Nature, Its constitutes, Signification of Capital Market, Recent Development in the Capital Market in Indian & Capital Market Reforms.

UNIT-IV: Regulation & Promoting of Foreign Trade. EXIM Policy, Export Promotion, Import Substitution. Foreign Exchange Management Act- Salient Features Role of Foreign Capital. Meaning Importance:- Role of SEBI, Regulation of Stock Exchange Securities Contract Act, Stock Exchange, SEBI Guidelines for capital issues, cyber crimes. Promotion & Management of Joint Stock Companies :- Promotion of Joint Stock Companies, Rationale Behind JSC, Government Policy.

SUGGESTED READINGS:

1. The Finance, Investment & Taxation Decisions, Alworth Julian S, Basil , Blackwell London.
2. International Business, Daniel JD & Radebangh, A.Wesley,NY.
3. World Economy in 1999s, A Portfolio Approach, Bhalla V.K, Anmol ,New Delhi.
4. Business Environment, Francis Cherunillam
5. International Economics, Kreinin Mordechiel E.H. Brace.

MGT-9105(A) Human Resource Planning and Development

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Unit I: Human Resource Planning and Development: Need, Significance, Macro and micro level manpower planning, human resource planning and the government.

Organizational Human Resource Planning: factors affecting, process, and barriers. Work Force Flow Mapping, Age and Grade Distribution Mapping.

Unit II: Models and Techniques of Manpower Demand and Supply Forecasting, Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies. Career Management: Career Planning, Career Development, Managing Change. Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training Retraining.

UNIT III: HRD evolution, concepts, goals and challenges, HRD climate and processes. Organizing for HRD, HRD strategies and experiences in India. HRD in culturally diverse environment, International HRD experiences. Human Resource Valuation and Accounting

Unit IV: Role of an HRD Professional, Task Analysis, Motivational aspects of HRD. Developmental Supervision and Leadership. Counselling and Monitoring, HRD for workers, HRD for Organizational Development and Change.

SUGGESTED READINGS:

Papalia, Diane, *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.

Randy L. Desimone, Jon M. Werner, and David M. Harris, *Human Resource Development*, Thomson South-Western Press, 3rd Edition.

Tanuja Agarwala, *Strategic Human Resource Management*, Oxford University Press, P. Jyothi, Venkatesh Rao, *Human Resource Management*, Oxford University Press, 2005.

Susan E. Jackson, Schuler, Werner, *Managing Human Resources*, South-Western Cengage Learning, 2008.USA, 2007.

MGT-9105-B MANAGEMENT OF INDUSTRIAL RELATIONS

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Unit I : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organisation; ILO in IR; Industrial Relations machinery in India, Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Strikes and Lockouts.

UNIT II :

Industrial Relations in India- A Historical Resume; A Critical Evaluation of the Industrial Relations Scheme in India. The concept of Collective Bargaining and its usefulness as a mechanism of the settlements of Industrial Disputes..

Unit III :

Pre-requisites for effective Collective Bargaining, Collective Bargaining in India- its dominant features Concepts, objective, forms and significance; Schemes of Worker's Participation in Management-Contents, function and their evolution Worker's democracy in the world context.

UNIT IV:

Trade Union: origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining.Problems of Trade Unions.

SUGGESTED READINGS:

Venkataratnam, C.S., *Industrial Relations*, Oxford University Press, 2007.

Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, Mumbai, 2007.

A.M.Sharma: *Industrial Relation*: Himalaya Publishing House.

Arun Monappa: *Industrial Relation*: TMH.

MGT-9105 C Compensation Management

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Unit I: Concept of Wage, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation.

Unit II

Internal and external equity of wage system. Law relating to payment of wages and bonus in India. Conventional reward methods. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff.

Unit III

Reward structure in new industries, MNCs and other organizations. Remuneration plan and business strategy Incentive plans :Profit sharing, payment of bonus. Types and significance of incentives, fringe benefits.

Unit IV:

Retirement plans, productivity and wages .Understanding tools in designing, improving and implementing compensation packages. Wage Fixation, Wage Boards, Adjudication, Employee Provident Funds

Suggested Readings:

Milkovich, *Compensation*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.

B.D. Singh, *Compensation and Reward Management*, Excel Books, New Delhi, 2006.

Henderson, *Compensation Management in a Knowledge Based World*, Pearson Education, New Delhi, 9th Edition.

Unit I: Introduction to Organisation Development: Definition, need, assumptions, historical development, issues, and future of OD: Models and theories and planned change. Process of OD, Underlying Assumptions and Values: Assumptions about people as individuals – Assumptions about the people in groups and about leadership – Assumptions about people in organizational systems.

Unit II: Issues in consultant-client relationship. Defining the Client System – The Trust Issue – The Nature of the Consultants Expertise – Other Dimensions of the initial “Contract” – Diagnosis and appropriate interventions – Depth of Intervention – On being absorbed by the culture Organizational Change: why, how, for whom, forces of change, significance and importance of change, nature of change, process of organisational change, coping strategies for change, resistance to change, managerial options for implementing change, guidelines facilitating change.

Unit III: OD Interventions: Planning interventions; Human resource management intervention, Team interventions; Teams and Work Groups: Strategic Units of Organizations – Team building Interventions – The Family Group Diagnosis Meeting – The Family Group Team – Building Meeting – Role Analysis Technique Intervention.

UNIT IV: Role of Negotiation Technique – Responsibility Charting – The Force Field Analysis Technique – A Gestalt Orientation to Team Building. Human process interventions, Techno-structural interventions. Inter group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions, Future of OD,

Suggested Readings:

Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.

Nilakant V, *Managing Organisational Change*, Sage Publications Chennai, 2004.

Donald R. Brown and Donald Harvey, *Experiential Approach to Organization Development*, Prentice Hall, 7th Edition, 2005.

Nitish R. De, *Alternative Designs of Human Organization*, New Delhi, Sage Publications

Specialization Group B: Marketing

MGT- 9106 SERVICES MARKETING (Total Credit Hours: 40)

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UNIT I : Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses, Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning.

UNIT II : Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

UNIT III: Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

UNIT IV: Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management; Applications of Services Marketing

Services in Global Perspective: Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Suggested Readings:

Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)

Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)

Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)

Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)

Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)

Govind Apte - Services Marketing (Oxford University Press)

Unit I: Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, Problem Analysis and Identification of MR Objectives, Sources of Information: Primary and Secondary Data.

Unit II: Research Designs and their applications: Exploratory, Descriptive and Causal Research. Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size. Measurement Process: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability, Attitude Measurement: Importance of Attitude in Marketing,

UNIT III: Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications, Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis.

Unit IV: Report Writing and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research, Applications of Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

Suggested Readings:

David J. Luck and Ronald S. Rubin, *Marketing Research*, Prentice-Hall of India, Reprint 2003.

Tull and Hawkins, *Marketing Research: Measurement & Method*, Prentice-Hall of India, 6th Edition, 2003.

Boyd, Westfall and Stach, *Marketing Research: Text and Cases*, A.I.T.B.S, 7th Edition, 2005

Iacobucci, *Marketing Research*, Thomson Publications, Mumbai, 2006.

Kinner, T.C. and Taylor, J.R., *Marketing Research: An Applied Approach*, McGraw-Hill, New York, 5th Edition, 1995.

- Unit I:** Introduction: Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal Selling, Goals in sales management: Goal setting process in sales management; Analyzing market demand and sales potential;
- Unit II:** Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota.Sales force management: Organizing the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel;
- Unit III:** Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialized distributors and participants; Distributors policies and strategies.
- Unit IV:** Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team. Sales Promotion: Advertising & Brand Management

SUGGESTED READINGS:

- Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3rd edition)
Spiro- Sales Management (Tata McGraw-Hill)
Davar R S- Salesmanship and Publicity (Vikas, 16th edition)
Rama Mohana Raok – Services Marketing (Pearson Education)

Unit I: Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Retailer's Role in Distribution Channels - Benefits of Retailing, Evolution of Retailing-Factors behind the change of Indian retailing industry.

Unit II: Theories of Institutional Change - Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection. Classification of Retailers – Store-based retailers, Non-store Retailer. Retailing Environment, Promotional strategies choosing a store location: Trading-area analysis; Site selection;

UNIT III: Store design and layout; Display; Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality.

Unit IV: Designing a Retail Organization Structure - Defining Organisational objectives, Identifying Organisational tasks. Forms of Retail organization – levels of organization. Retail Organization Structures - Independent store organizational structure, Department store organizational structure, Chain store organisational structure; Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

Suggested Readings:

Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.

Newman A.J. and Cullen P - *Retailing : Environment and Operations* (Vikas, 1st Ed.)

Berman B and Evans J.R - *Retail Management* (Pearson Education, 9th Ed.)

Michael Levi M and Weitz BW - *Retailing Management* (Tata McGraw Hill, 5th Ed.)

Dunne Patrick M., Lusch Robert F. and Griffith David A - *Retailing* (Cengage Learning, 4th Ed.)

Cox Roger and Brittain Paul - *Retailing: An Introduction* (Pearson Education, 5th Ed.)

Newman and Cullen - *Retailing* (Cengage Learning, 1st Ed.)

Vedmani G. Gibson - *Retail Management - Functional Principles & Practice* (Jaico Publications, 1st Ed.)

Specialization Group C: Finance

MGT- 9107 A MANAGEMENT OF FINANCIAL INSTITUTION

L T P

3 1 0

Unit I: Financial Institutions in India: An Overview, its linkage and changing role in Economic Development, its Deficiencies. Reserve Bank of India: Monetary Policy, Techniques of Monetary Control, Liquidity Adjustment Facility. Commercial banks and their role in Industrial Finance, Working Capital Finance, Management of Bank Funds. Financial sector reforms in India

Unit I Banking: Commercial banks: Industry, constituents, performance, limitations etc. Sources of funds and their utilization. Profitability vs. liquidity. Liability management. Management of capital funds- capital adequacy norms. Gap analysis. Non- performing assets

Development Banking in India (IDBI, ICICI, IFCI, NABARD, RRBs), State Level Institutions, Banks, NBFCs. Their status, working and strategies for commercial viability.

Unit III NBFCs: Introduction, Regulatory Framework, Progress, Problems and prospects. Insurance sector in India: Insurance Companies in Public, Private sector and Foreign sector,, Insurance reforms in India, Operational Policies, Practices and Funds;

Unit IV Management in Insurance Companies. Risk Management in Financial Institutions: Overview, Types of risk and their management, Credit risk, Liquidity risk, Interest rate risk, Market risk, Foreign Exchange risk, Technology and Operational risk.

Suggested Readings:

Fabozzi- Foundations of Financial Markets and Institutions (Pearson Education, 3rd edition)

Machiraju H R-Indian Financial System (Vikas, 2004)

Bhole L M- Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)

Unit I: An overview of financial system, financial markets environment, structure and significance of Financial Markets: Financial Market Structure: Money Market in India; Constituents, Regulations and recent developments. Capital Market in India: Constituents, Regulations and recent developments; New Issue Market, Modes of raising Capital from Primary Market,.

Unit II: SEBI guidelines relating to Primary Market. Stock Exchange: its role, functions and recent developments, Nature and types of financial services and Regulatory Framework; Leasing: meaning, types, financial, legal and tax aspects: Hire-Purchase: financial and legal evaluation,

Unit III : Bill discounting, Factoring: Types, legal and financial aspects. Forfeiting; Meaning and Mechanics, Commercial paper. Merchant Banking: role and functions, SEBI guidelines relating to merchant banking, Venture Capital; Characteristics, tax and legal aspects. SEBI guidelines relating Venture Capital Fund.

Unit IV: Credit Rating: type and functions of credit rating agencies, Underwriting: Significance and recent trends in institutional underwriting. Risk Management: Derivatives, options, future and Swaps.

Suggested Readings:

M.Y. Khan, *Financial Services*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition, 2006.

L. M. Bhole, *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition, 2007

Kohn Meir, *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, First Indian Edition, 2007.

Unit I

Introduction Objective and fundamental of investment **MANAGEMENT**, Objectives and Principles of Investment: risk and return; Investment alternatives; Structure of Indian Security Markets, Financial Intermediaries; Capital market Instruments. Role of SEBI Functioning of BSE and NSE,

Unit II

Types of traders, Settlement and delivery; market analysis to select securities; Efficient market theory .Securities Valuation-Valuation models of equity shares, preference shares and debentures; Investment Analysis;

Unit III

Fundamental and technical Analysis; Case based fundamental analysis of major sectors. Technical Analysis Dow Theory, Elliot Wave principle; Relative Strength Analysis; Moving Average analysis; Japanese candlestick charting method.

UNIT IV

Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markouiz model, Sharp model, Capital Asset Pricing model, Arbitrage Pricing Theory; Portfolio selection and International diversification techniques of portfolio revision: Scope and formula plans.

Suggested Readings:

Fischer Donald E., Jordan Ronald J., *Security Analysis and Portfolio Management*, Prentice hall of India, New Delhi, 6th Edition.

V. A. Avadhani, *Investment Management*, Himalaya Publishing House, Mumbai, 2003.

Francis, J .C., *Management of Investments*, McGraw-Hill Book Company, 2nd edition.

Marshall J.F. and Vipul K. Bansal, *Financial Engineering-- A Complete Guide to Financial Innovation*, Prentice-Hall of India Private Limited, New Delhi, Second edition, 1999

Unit I: Introduction to risk, risk measurement methods. Introduction to derivatives: Futures and forwards - valuation approach. Options - features and types, Option trading strategies. Option - valuation approaches. Derivative Securities: Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swap Options

Unit II: Underlying assets: equities, currencies, commodities and interest rates. Explaining cash Market microstructure and derivative markets, reasons for trading: risk management, speculation and arbitrage. Futures and Options contract specifications, underlying asset, contract size, and delivery specifications.

UNIT III: Trading Strategies involving Options and Futures.

Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

Derivatives Pricing Theory: Option Pricing: Black-Scholes formula for option pricing; Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

Unit IV: Risk: Alternative Definitions, Types of Risk, Risk Management Process and Objectives of Risk Management , Risk Measurement and Management Framework, Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives. SEBI framework for derivatives trading in India

Suggested Readings:

John C. Hull, *Options, Futures and Other Derivatives*, Pearson Prentice Hall, Fifth edition, 2006.

Robert A. Strong, *Derivatives- An Introduction*, Thomson South West publishers, 2002

Specialization Group D: Information Technology

MGT-9108 A DATABASE MANAGEMENT SYSTEM

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3 1 0

Unit I: Database; Organisation Of Database; Components Of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Semantic Data Model; Advantages Of DBMS

Unit II: Basic File Structure Indexed: Sequential; Hashing And File Organisation; Relational Data Model; Relational Calculus; Tuple Calculus System; Relational Database Design: Integrity Constraints; Functional Dependencies;

Unit III: Normalisation; Physical Database Design; Decomposition Of Relation Schemes; Query Processing And Optimisation SQL Queries Object Oriented Data Models; Network And Hierarchy Models;

Unit IV: Security; Data Warehousing; Data And Database Administration; Distributed Databases; Basics of oracle

SUGGESTED READINGS:

Date C.J., *An Introduction to Database Management Systems*, Narosa Publishing House, Third edition, 1998.

Abraham Silberschatz, Henry F. Korth and S. Sudarshan, *Database Management System*, McGraw-Hill, 3rd edition, 1997.

Hoffer- *Modern Database Management* (Pearson Education, 6th edition)

Majumdar and Bhattacharya- *Database Management System* (Tata McGraw-Hill) 1996.

Navathe E- *Fundamentals of Database Systems* (Pearson Education, 3rd edition)

MGT- 9108 B SYSTEM ANALYSIS and DESIGN

L T P

3 1 0

Unit I: Overview of Systems Analysis and Design; Software applications today-the changing scenarios-Introduction to different methodologies and Structured System Analysis Problem. Characteristics of system; Elements of system; Physical and abstract system; Open and closed system; Formal system, informal information system; Computer based information system

Unit II:Systems development life cycle; Stages of Systems development life cycle, Sampling; Interviewing and Questionnaires; Investigation; Interviewing; Observation Modelling; Logical and physical data flow diagrams; Logical data models [Entities; Attributes; and Relationships].

Unit III: Introduction to systems design (logical versus physical design) :Objectives of design; Constraints on design; Concepts of Modelling. Process models and their importance: Waterfall Model; Evolutionary Development; Rapid Application Development (RAD) Model; Prototyping Model; Incremental Development; Spiral Model; Comparison of models and approaches Development methods and techniques: Structures Methods and Techniques (SA/SD), Object Oriented Analysis And Object Oriented Design (OOA/OOD)

Unit IV:Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan, Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection. Operating System Selection , Language Processors, Performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

SUGGESTED READINGS:

Awad, Elias M., *Systems Analysis and Design*, 2nd ed ., New Delhi, Prentice-Hall of India, 1990.

Coad, Peter and Edward, Yourdon, *Object-Oriented Analysis*, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.

Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5th edition)

Whitten, J L. - *System Analysis & Design Method* (Tata McGraw-Hill) 2002

MGT-9108 C Communications Networks for Business (Total Credit Hours: 40)

L T P

3 1 0

Unit I: Computers and Communications: The Information Technology: The Concept of Global Village; On-line Information Services; Electronic Bulletin Board Systems. The Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks; Managerial Issues Related to Telecommunication. Data Communication; Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes; cyclic codes; Data compression

Unit II: LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card. Networks and accessories: LAN, MAN, WAN; Hub; Bridges; switches; Routers; Gateways Cell Relay; Frame Relay; FDDI; ISDN; B-ISDN

Unit III: Services provided: Services; Protocols; Service Access Points; OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing Concepts of Port; Socket; ATM; Tunneling; Network Address Translation; Virtual Private Network. Network Operating systems: Unix; Linux; Windows; Novell Netware

Unit IV: Client/Server Computing; Communication Servers; Digital Networks; Electronic Data Interchange and its Applications; Communication: Mobile communication; Applications of mobile communications; Wireless communication. Technologies: Wireless technologies; Wireless LAN; WAP; XML; XML script

SUGGESTED READINGS:

Widjaja L G- Communication Networks (Tata McGraw-Hill, 2000)

Comer- Computer Networks and Internets (Pearson Education, 4th edition)

Stallings W- Data Computer Communication (Pearson Education, 7th edition)

Tanenbaum- Computer Networks (Prentice-Hall, 4th edition) 2004 .

Estabrooks, Maurice, *Electronic Technology, Corporate Strategy and World Transformation*, Wastport, Quorum Books, 1995.

MGT:9108 D ELECTRONIC COMMERCE (Total Credit Hours: 40)

L T P

3 1 0

Unit I :Origin, need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

Unit II :Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

Unit III :Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship,

Unit IV: Online pricing strategies. Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

Suggested Readings:

Laudon & Traver - Electronic Commerce Business, Technology, Society (Pearson Education, 3rd Ed.)

Kalakota R- Electronic Commerce - Frontiers of E-Commerce (Pearson Education, 2007, 3rd Ed.)

MGT-9109 A

Production Planning & Control

Unit 1

Production System: Types of production, Functions of production planning and control, location and layout of plant, production procedure. Sales forecasting: Nature and uses of forecast, sources of data, forecasting techniques: regression methods, Moving average method, exponential smoothing methods, etc. Forecasting errors, Adaptive response system, Bayesian method, The Box Jenkins model. Production order: process charts, production master programs, programming component production, operation and route sheets, Breakdown of production order and preparation of various cards like job cards, materials requisition form, inspection card etc.

Unit II

Production planning: From continuous, batch and job order production, capacity planning, Model-static and dynamic model;

Product mix Decision.

Process selection problems.

Simultaneous production of multiple products by a single activity

Economic lot size in batch production and batch size determination under Boundary conditions

Multistage production problems

Dynamic Models:

1. Models with linear cost
2. Multi-product linear programming models,
3. Multi-stage models
4. Chance constrained programming models

Unit III

Scheduling: Forms of Schedules, Basic Scheduling problems: Flow production, Scheduling for fluctuating demand (smoothing problems, Batch production Scheduling, Job Shop Scheduling, Random-order Scheduling;) Product sequencing.

Unit IV

Assembly line balancing, Production Control: Control of processes and production activities, Inventory control, Quality Control, Cost Control: Dispatching and expediting; Recording process and feed-back information in order to improve future planning.

OBJECTIVE: The objective of this course is to acquaint the students with basics of Total Quality (TQ) from design assurance to Service assurance, to give emphasis on International Quality Certification Systems – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance and to focus on quality of services in contemporary environment.

- UNIT-I:** Basic Concept of Total Quality (TQ), Evolution of Total Quality Management, Components of TQ Loop.
- UNIT-II:** Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans, Statistical Process Control, Process Capability Studies, Humanistic Aspects to TQM.
- UNIT-III:** Management of Q.C. and Z.D. Programmes, Quality Improvement Teams, Q-7 Tools, Quality Costs, Taguchi Loss Function, Functional Linkage of Quality with Reliability and Maintainability, Failure Analysis, (FTA/MEA) and Optimum Maintenance Decisions.
- UNIT-IV:** Total Productive Maintenance (TPM), Quality Audits, Lead Assessment and ISO-9000 Standards. Marketing Aspects of T.Q., Total Quality of Services, Total Quality and Safety, Six Sigma.

MGT 9109 C
INVENTORY MANGEMENT

Unit I

Fundamental concept of Inventory: Introduction, Functions of inventory, Types of inventory, importance of inventory in an industrial organization; Codification, Standardization and simplification; Selective control of inventory; Factor affecting inventory, Nature of lead-time and requirement of materials; Material requirement planning.

Unit II

Inventory control levels, Order Point; re-order level, Minimum level, Standard order quantity safety stock, Inventory control models, Static and dynamic inventory models, EOQ and EPQ with or without shortages and price discounts, probabilistic models.

Unit III

Operations research in inventory control: Linear programming and inventory control, Dynamic programming and inventory control, Applications of queuing theory; simulation techniques in inventory control.

Unit IV

Inventory control systems, cycling order system and fixed order quantity system and their variations. Computer and inventory control, Inventory information system.

MGT-9109 D
Service Operations Management

Unit-1

Matrix of service characteristics; Challenge in Operations Management of Services;
Aggregate Capacity

Unit II

Planning for services; Facility Location and Layout for services; Job Design- Safety and
Physical Environment

Unit III

Effect of Automation; Operations Standards and Work Measurement; Measurement and
control of Services, Maintenance Services; Inventory control for services

Unit IV

Dynamics of service Delivery system; Scheduling for Service Personnel and vehicles;
Waiting-Lin analysis, Distribution of Services; Product- Support Services; Case Studies
on Professional Services.

Semester 4 Compulsory Courses

MGT-9201 CORPORATE GOVERNANCE AND BUSINESS ETHICS

L T P
3 1 0

UNIT-I: Definition, Role, Significance and Importance of Business Ethics. An Overview of Business Ethics. Ethical Issues in Business. Business Ethics and Organizational Performance. Ethics and its impact in Business: Ethical Issues in market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource.

UNIT-II: Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights. Corporate Governance: Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting,

UNIT-III : Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection. Corporate Strategy: Global industrial competition, Information Technology, Competitive Strategy.

UNIT-IV: Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Horizontal Organisation, Corporate Diversification

Suggested Readings:

- Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
- Reed Darryl –Corporate Governance, Economic Reforms & Development (Oxford).
- Mathur UC – Corporate Governance & Business Ethics (Mc millan).

Unit I: Concepts of Project Management: Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques.

Unit II: Project Appraisal: Technical Feasibility, Economic Feasibility ,Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis, Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis. Graphic representation of project activities,

Unit III: Network Analysis, Network Techniques: PERT and CPM. Resource Allocation; Control of Projects: control systems, control of constraints – cost and time. Entrepreneur and Entrepreneurship, Factors affecting Entrepreneurship Development, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship.

UNIT IV: Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance; Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Institutional support for new ventures

Suggested Readings:

Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.

Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.

Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st Edition.

S. Choudhary, *Project Management*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007

Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.

ELECTIVES SEMESTER 4

Specialization Group A: Human Resource Management

MGT-9205-A TRAINING & DEVELOPMENT

L T P

3 1 0

UNIT I : Training process- an overview; role, responsibilities and challenges to training managers; organization and management of training function; training needs assessment of training need and action research; instructional objectives and lesson planning. The Training functions within the organization. Individual and organization benefits of Training and Development and their differences,

Unit II: Training methods and techniques, Planned approach to Training and Development, Role of training, skills and competencies of trainer, centralization and decentralization of Training and Development. Need Identification;

UNIT III Designing training programmes- methods and factors shaping choice, training proposals, trainer centered Vs learner centered approach, management development programmes : consultancy mentoring team building.

UNIT IV: Evaluating Training and Development, levels of evaluation, reaction to learning situations, learning acquired, job behavior function, process and outcome, sources of evaluation, alternative evaluation tools. Managing the training function- Matching training initiatives to corporate culture & values, generating support and sponsorship,

Suggested Readings

1. Rao T V , Performance Management and appraisal Systems, sage Publication.
2. Armstrong & Baron, Performance Management – A Strategic & integrated approach. Jaico Publication House.
3. Dugan Laird: Approaches to training and development, Addison Wesley.
4. Uday Parikh: Training and Development, TMH

Unit I: Industrial Relations Legislation

1. The Industrial Dispute Act, 1947
2. The industrial Employment (Standing Orders) Act, 1946
3. The Trade Union Act, 1926 Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action

Unit II: Protective legislation

1. The factories act, 1948
2. The payment of wages act, 1936
3. The minimum wages act, 1948
4. The payment of bonus act, 1965

Unit III: The equal remuneration act, 1976, The contract labour (regulation and abolition) act, 1970 Social security legislation The workmen's compensation act, 1923, The employee's state insurance act, 1948

Unit IV:

1. The employees' provident funds and miscellaneous provisions act, 1952
2. The maternity benefit act, 1961
3. The payment of gratuity act, 1972

Suggested Readings:

S.C. Srivastava, *Industrial Relations and Labour Law*, Vikas Publishing House, 2006.

C.B. Memoria, *Dynamics of Industrial Relations*, Himalaya Publishing House, 2005

Indian Law Institute, *Labour Law and Labour Relations-Cases and Material*, Bombay, Tripathi, 1987

S.N. Mishra, *Labour and Industrial Laws*, Allied Publications, New Delhi, 2001

Debi S. Saini, *Redressal of Labour Grievances, Claims and Disputes*, Oxford & IBH, New Delhi, 1994)

P.L. Malik, *Hand book of Labour and Industrial Law*, Eastern Book, Delhi, 2006.

Unit I: Concept, Nature and Scope, Psychology and Management, Industrial Psychology-nature and scope, Industrial Psychology and its relation with Sociology, Social Psychology, General Psychology and Management, with special reference to Personnel Management, Advertising and Marketing, Individual differences and behaviour.

Unit II: Human needs and their implications for a work organization, Applications in advertising, Marketing and Consumer Behaviour, Personnel Selection and importance of testing techniques, Psychological and Projective tests, Employees and Training Development

Unit III: Performance Appraisal-Techniques and Problems, Job Satisfaction and its measurement, Creativity a work-element of creativity in leadership and decision making, Positive thinking, Organisational Role Stress-managing stress, Burnout-causes, effect and coping, Gender biasness in Indian organizations.

Unit IV: Women as a minority, Work Stress and women, Women as successful manager, Monotony, Boredom and Fatigue at work places, The Physical surroundings of work place-quality of work life, Physical location, Physical climate,

Suggested Readings:

Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, *Industrial Psychology*, Prentice hall of India Pvt. Ltd., New Delhi, 1987.

H.L. Kalia, *Industrial Psychology*, The Associated Publishers, 1st Edition, 2006.

Cary L. Cooper and Edwin A. Locke, *Industrial and Organizational Psychology*, Blackwell Publishing, 2000.

UNIT I :Performance Management: Concept,Nature,Scope, Process & MethodsMeasuring Performance, Management issues ,Types of measures-organisational,team and individual,definition,indicators, Performance standard. Competency and competency analysis,360 degree feedback, rationale & methodology, advantages and disadvantages,criteria for success,

Unit II: Conducting performance and development reviews, basics and key aspects. Coaching and counseling, performance problem solving. Developing Maintaining and Evaluating Performance Management:

Unit III Performance Management the developmental framework- environmental factors, Performance Management development programmes. Evaluating performance management areas for examination, evaluation methods.

Unit IV: Application of Performance Management - Performance Management & pay, creating perceptions of fairness, Performance Management for teams. Case Studies on developing and implementing performance management.

Suggested Readings:

Rao T V , Performance Management and appraisal Systems, sage Publication.

Armstrong & Baron, Performance Management – A Strategic & integrated approach. Jaico Publication House.

Dugan Laird: Approaches to training and development, Addison Wesley.

Uday Parikh: Training and Development, TMH

Specialization Group B: MARKETING

MGT- 9206 A INDUSTRIAL MARKETING

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3 1 0

UNIT 1: Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing
Relational approach to Industrial Marketing- The Nature of Industrial Demand &
Industrial Customer. Types of Industrial Products: Major Equipment; Accessory
Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies;
Operating Supplies; Standardized and Non-standardized parts, Industrial services

Unit II: Factors influencing Organizational Buying: Buying Roles; Organizational
Buying Decision Process; Environmental & organizational Influences .Organizational
Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The
Organizational Buying Decision Process, Industrial Product Decisions: Industrial

Unit III: Product Life Cycle –Industrial Product Mix determinants; Channel Structure
for Industrial Products – Geographical, size, operating characteristics – manufacturers’
and sales agents – Brokers - Channel Logistics Pricing for Industrial

Products – Pricing Objectives - Price Decision Analysis – Breakeven analysis – net
pricing – discount pricing – trade discounts

pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright
purchase – Hire-purchase – Leasing

Unit IV: Purchasing systems – Auctions-Documentation – bids – order placement –
follow up – receipt and inspection, Promotion for Industrial products – Supporting
salesman – Motivating distributors – Stimulating primary demand – Sales appeal –
Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional
letters – Promotional novelties

Books Recommended:

Industrial Marketing – Hill, Alexander, Cross

Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder

Industrial Marketing – P K Ghosh

Unit I: consumer Behaviour: Components; Macro and micro aspects of consumer Behaviour. Consumer Behaviour and Marketing Strategy, External Influences: cross-cultural variations in Consumer Behaviour, Social class and its influence on Consumer Behaviour.

Unit II: Group dynamics and consumer reference groups, the household life cycle, Family decision making. Internal Influences: consumer needs and motives, personality and Consumer Behaviour, consumer perception and marketing strategy, learning, memory and product positioning.

Unit III: Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style. Personal influence and opinion leadership–diffusion of innovations: the diffusion process,

Unit IV: The adoption process – consumer decision making process–levels, models, information search, evaluation criteria, post-purchase Behaviour–Consumer expectation and satisfaction–managing dissonance

Suggested Readings:

Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Prentice-Hall of India, New Delhi, 2006.

Hawkins, D., I., *Consumer Behaviour: Building Marketing Strategy*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.

Blackwell, Roger D., Miniard, Paul W., and Engel, James F., *Consumer Behaviour*, South-Western, 9th Edition, 2001.

Assael, H., *Consumer Behaviour and Marketing Action*, Boston, Cincinnati: South-Western College Publishing, 4th Edition, 1995.

Mowen, John C., *Consumer Behaviour*, MacMillan, New York, 5th Edition, 1998.

David L. Loudon and Albert J. Della Bitta, *Consumer Behaviour*, McGraw-Hill, New York, 1993.

Unit I: International Marketing: Nature & Scope , Difference between domestic marketing. And International Marketing; Economic environment in International Marketing. Emergence of trading blocks like (Customs union to common currency).

. Unit II

Constraints in International marketing, i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import policy. Direction and Quantum of India's Exports.

Unit III

Institutional infrastructural framework for export promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and clearance of goods for exports International Marketing mix- identification of markets.

Unit IV:

International Product life-Cycle. Promotion and Pricing in International marketing. Various forms of International business- Joint-ventures, Turnkey projects. Shipping and Transportation. Documentation for Exports.

Suggested Readings:

Onkvisit, Shaw, *International Marketing-Analysis and Strategy*, Prentice-Hall of India, New Delhi, 4th Edition, 2004.

Subash C. Jain, *International Marketing*, Thomson Learning, Mumbai, 6th Edition.

Philip R. Cateora and John L. Graham, *International Marketing*, McGraw Hill Company, 12th Edition, 2004.

MGT-9206 D Advertising and Sales Management

L T P
3 1 0

Unit I

Nature and Scope of Advertising and Sales Management, Organising, Recruitment and Selection of Sales Personnel, their Training and Development, Supervision & Appraisal, Motivating Sales Personnel

Unit II

Carving Territories, Routing, Quota Sales Call Planning, Sales Forecasting
Sales Organisation – Structure and Control., Nature & Scope of Advertising Research
Consumer Behaviour and Advertising

Unit III

Media Planning , Merits and Demerits of various media types, Emerging media
Process of advertising – Copy testing
Advertising Budget Measuring Advertising Effectiveness
Deceptive advertising

Unit IV:

Advertising Ethics and Unethical Practices
Role of Advertising Agencies
Legal framework of Advertising

Suggested Readings:

Condif, Still & Govani, *Sales Management*, Prentice-Hall of India, New Delhi, 5th Edition, 1998.

Wright, Winter and Zeigler, *Advertising*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1990.

Unit I

Management Control systems: Basic concepts and domain of Management control. Designing the Control process and Managerial controls. Management control Environment: understanding strategies. Organisational Context of Management controls: formal and Informal control systems

Unit II

Responsibility Centers: An Overview, Expense Centers, Engineered expense centers, Discretionary expense centers and their control characteristics, Revenue Centers, Profit Centers,

Unit III

Transfer pricing, Investment Centers,. Structure of Analysis, Measures of assets employed, EVA vs. ROI, Budget Preparation: Process, behavioral aspects, Analysing Financial Performance reports.

Unit IV

Performance Measurement systems: Balanced Scorecard, Concept, Implementing Performance Measurement systems, Difficulties in implementation, Interactive Control. Management Control o Multinational Companies

Suggested Readings:

Robert N. Anthony and Vijay Govindarajan, *Management Control Systems*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12th Edition, 2007.

Joseph A. Maciariello and Calvin J. Kirby *Management Control Systems*, Prentice-Hall of India, New Delhi, 2005.

MGT-9207 B International Financial Management

L T P
3 1 0

Unit I: International Finance: Nature and Scope, recent trends in the globalised financial markets. Foreign Exchange Market: Organization, Spot market and Forward market, Currency Quotes, Spread, Spot rates, Forward rates, Cross rates. Forward Contracts and their significant features, Premium and Discounts.

Unit II: International Parity Relationships and Forecasting Foreign Exchange Rates: Exchange Rate Theories (PPP, IRP, IFE). Currency Futures, Currency Options and Swaps..

Unit III: Foreign Exchange Exposure and Management, Types of Exposure: Transaction Exposure, Translation Exposure and Economic Exposure. Measurement of Exposure, Strategies for Exposure Management. Exposure Management Techniques. Parameters and Constraints on Exposure Management.

Unit IV: Cost of Capital for Foreign Investments. Capital Budgeting for MNCs. Financing Foreign Trade. Multinational Cash Management. International Taxation Environment.

Suggested Readings:

Michael S. Eun and Bruce G. Rusnick, *International Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3rd Edition, 2004.

Levi M., *International Finance: Financial Management and International Economy*, McGraw-Hill, New York, 4th Edition.

Shapiro A., *Multinational Financial Management*, John Wiley & Sons Inc., 7th Edition.

Julian Walmsley, *The Foreign Exchange and Money Markets Guide*, John Wiley & Sons, New York, 2nd Edition, 2000.

Unit I

Principles of Working Capital Management: Concept and Importance of Working Capital, Characteristics of current assets, optimum levels of current assets .Operating cycle and cash cycle, working capital leverage.

Determination of working capital needs ,factors affecting size of working capital, Banker's appraisal of working capital proposals, restrictions under working capital advances .Credit authorization scheme.

Unit II

Financing of Working Capital: Management of short term-term loans from banks .Cash credit advances & overdraft, letter of credit ,unsecured and secured borrowing ,concept of security and margin .Trade credit, Accrued expenses and deferred income, commercial papers, Instruments of International Money Market., Factoring, Cost and Risk of short-term versus long-term debt, Recommendations of Dahejia, Tondon, Chore and Marathe Committees .

Unit III

Management of Cash: Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows, and Sources of uncertainty in cash forecasting, Hedging cash flow uncertainties. Management of surplus cash. Cash Management Models.

Unit IV:

Management of Inventory; ABC Analysis ,Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management .

Management of Receivables: Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit ,Collection management.

Suggested Readings:

V.K.Bhalla, *Working Capital Management* , Anmol Publication, New Delhi. Seventh edition.

I.M.Pandey ,*Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi, Ninth edition

Brigham Eugene and Ehrhardt, Michael C. *Financial Management: Theory and Practice*, Thomson-South Western, Tenth edition.

Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw-Hill Publishing Company Limited, New Delhi, Sixth edition.

MGT- 9207 D CORPORATE TAXATION AND TAX PLANNING

L T P

3 1 0

Unit I: Basic framework of Direct Tax Law India..

Objective and Importance of Tax Planning Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians. Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Unit II: Corporate Income Tax: Tax concessions and incentives for corporate decisions.

Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Unit III : Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification. Tax Planning and Financial Management, Sources of funds and cost of capital: Tax Consideration in Dividend Policy and Bonus Shares.

Unit IV: Setting up of new Business and Tax Planning Special provisions in respect of newly established industrial undertaking in EOUs and SEZs .Amalgamation, Demerger and Tax Planning; Tax Planning with regard to specific management decisions ,Make or Buy , Own or Lease, Modernization/ replacement ,repair, renewal closure or continuance

SUGGESTED READINGS:

V.K.Singhania, *Direct Taxes*, Taxmann Publication(P)Ltd. , Delhi, Latest edition.

Lakhotia R.N., *Income Tax Planning Handbook*, Vision Books ,New Delhi, Latest edition.

Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)

Santaram R - Tax Planning by Reports (Taxmann, 1978).

Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

Specialization Group D: Information Technology

MGT-9208 A ENTERPRISE RESOURCE PLANNING

L T P

3 1 0

Unit I: Enterprise Resources Planning: Concept, Nature and Scope; Evolution of ERP- MRP and MRP II - problems of system islands need for system integration and interface- early ERP Packages-ERP products and Markets - opportunities and problems in ERP selection and implementation;

Unit II:

ERP implementation identifying RP benefits team formation-Consultant intervention- Selection ERP-Process of ERP implementation-Enterprise wide information system Managing changes in IT organisation -Preparing IT infrastructure; ERP Domain, ERP Benefits classification, Present global and Indian market scenario, milestones and pitfalls, Forecast, Market players and profiles.

Unit III Evaluation criterion for ERP product, ERP Life Cycle: Adoption decision, Acquisition, Implementation, Use & Maintenance, Evolution and Retirement phases, ERP Modules. ERP and E-Commerce, Framework for evaluating ERP acquisition.

Unit IV: Role of consultants, vendors and users in ERP implementation; Implementation vendors evaluation criterion, ERP Implementation approaches and methodology, Critical success and failure factors for implementation, Model for improving ERP effectiveness, ROI of ERP implementation, Hidden costs, ERP success inhibitors and accelerators, Management concern for ERP success, Technologies in ERP Systems

Suggested Readings

A. Lexis Leon, "Enterprise Resource Planning", TMH

Brady, Manu, Wegner, " Enterprise Resource Planning", TMH

Unit I

Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems; Strategic Planning for IS.

UnitII

Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan., Information Systems Strategic Planning, toolkit; SWOT, Sector analysis, strategic importance analysis, Benefit level matrix, Industry analysis, Generic Business Strategy, Strategic Trust.

UnitIII

Business Modelling, evolutionary models. Information requirements analysis. Alternative classifications of planning framework. Top down aligning of IS and business strategies. Information value and IS investment

Unit IV:

Competitive advantage from IS strategies; Business re-engineering; Organisational learning; IS resource management; the role of IS, the location of IS, the organisation of IS, Matching IS resource to business community.

Suggested Readings:

Wendy Robson, *Strategic Management and Information Systems*, Pitman Publishing, London, 1997.

Laudon and Laudon, *Management Information Systems: Organisation and Technology*, Prentice-Hall of India Private Limited, New Delhi, 1998.

Alter Steven, *Management Information Systems*, Addison-Wesley, 3rd edition.

MGT-9208 C Data Warehousing and Data Mining

L T P
3 1 0

Unit I

Introduction and general principle, On-line Transaction Processing (OLTP), Data Warehouse (DW) architecture fundamentals, Data Mart, Approaches to architecture, Top-down, centralized, Bottom-up, Architected, Data Warehouse process: Technical and business Meta Data, Meta Data process, Data Warehouse Design, Star and Snowflake schemas, Online Analytical Processing (OLAP) architecture, Multidimensional Database (MDD), Data cubes, ROLAP data model, MOLAP data model, Logical Models for multidimensional information, Conceptual Models for multidimensional information, Query & Reporting, Executive Information Systems (EIS), Data Warehouse, and business strategy.

Unit II

Data Mining (DM): Fundamental concepts, Architectural aspects of Data Mining, Data Mining techniques, Data Mining issues and challenges, The Business Context of Data Mining, Data Mining for process improvement, Data Mining as a research tool, Data Mining for marketing, Data Mining for customer relationship management

Unit III

Data Mining Tools: Decision Trees, Neural Networks, Genetic Algorithms, Rough Sets and Fuzzy Logic., Advanced Mining Techniques, Web mining (Web content mining, Web usage Mining, Web structure, mining) and mining for e-business, text mining etc. DW and DM Applications, Business Intelligence

UNIT IV

Association Rules: Introduction and overview, Discovering Association Rules, A priori algorithm, Partition algorithm, Incremental algorithm, Border algorithm, Association rules with item constraints. Classification and Clustering: Introduction, Clustering Paradigms, Partitioning Algorithm, K-means clustering algorithm, Hierarchical clustering, Fuzzy c-means algorithm, Categorical clustering Algorithm

SUGGESTED READINGS:

Whitten, J L. - System Analysis & Design Method (Tata McGraw-Hill) 2002
Rupert K- Data Mining and Warehousing

Unit I

Introduction to Software engineering, phases in Software development. Software development processes models, role of management in Software development, role of metric and measurement.,Software requirement specifications, role of SRS,

Unit II

problem analysis, structuring information, dataflow diagram and data dictionary, prototyping, other tools/methods for analysis, requirement specification, validation, metrics. Planning a software project, cost estimation, project scheduling, staffing and personnel planning, team structure.

Unit III

Software configuration management, Software Configuration management plans, quality assurance plans, project monitoring plans, risk management. Detailed design, module specifications, detailed design and process design language.

Unit IV:

Verification, metrics, coding, programming practice, verification metrics. Testing, testing fundamentals, functional testing, structural testing, testing process, metrics.

Suggested Readings:

Pankaj Jalote, *An Integrated Approach to Software Engineering*, Narosa Publishing House, 1991.

J.D. Musa, A. Lanniso and K. Okermoto, *Software Reliability*, McGraw-Hill, 1987.

R.E. Fairley, *Software Engineering Concepts*, McGraw-Hill, 1985.

M. Shooman, *Software Engineering*, McGraw-Hill, 1983.

Ian Sommerville, *Software Engineering*, Addison-Wesley, 2000

MGT-9209 A

PURCHASE MANAGEMENT

L T P
3 1 0

Unit – I

Introduction: Definitions, importance, objectives, functions, relation with other departments. Organization for purchasing: meaning, advantage, responsibility; Organizational structure.

Unit – II

Purchasing procedure; Procedure and policies of purchasing; forms and formalities; contracts, ordering follow-up; Maintenance of files and Records, Tendering and buying, price negotiation, purchasing principles.

Unit – III

Selection of sources of supply (Right Source) importance, classification, elements of source selection and aids, selection of suitable vendor(s) supplier routing and various other aspects in selection of correct source of supply. Determination of price (Right Price); Role of price factor in purchasing. Determination of price, method of prices structure, Government role in price fixation.

Unit – IV

Quality control (Right Quality) Role of quality in buying, responsibility, Organisation of quality control, classification of inspection procedure; standardization; specifications, brands, standards of purchasing etc. purchase budget. Purchasing research Area of research Stores Management, Stores system and procedures, incoming Material control, Obsolete, Surplus and scrap Management

MANAGEMENT OF LOGISTICS

L T P
3 1 0

Unit – I

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support.

Unit-II

Geo-market dynamic logistical operation, its elements and network. Integrated physical distribution and complete actions of a company. Physical distribution and elements of inventory: Inventory costs; concept of EOQ, Safety Stock.

Unit– III

Transportation & Physical distribution

Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air Cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerization's concept and its operation. Inland container depot & terminals in India liner shipping conferences–its norms and practices. Chartering principles and practices.

Unit– IV

Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services.

Unit – V

Elements of storage and material handling, including warehousing and packing alternatives.

Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, and organization and control for physical distant information system for P.D. Information system in logistics.

MGT-9209 C

PLANT DESIGN & LAYOUT

L T P
3 1 0

Unit – I

Plant Design Concepts: Flexibility, Semi-automation and automation, plant series, Factory Buildings.

Unit – II

Factors influencing plant location, procedure and Models of location and their applications.

Unit – III

Plant layout – types, characteristics and models, facilities to be provided, flow of man materials and optimization of layout evaluations.

Unit – IV

Materials Handling – types of systems, Movement of materials, automation and automated guided vehicles. Robotized materials Handling, line balancing and its effectiveness.

COMPUTER AIDED DESIGN AND MANUFACTURING

L T P
3 1 0

Unit – I

Product design and development: Product life cycle, various aspects to be considered for the design and development of a product.

Unit – II

CAD/CAM fundamental and operating software CAD/CAM and its applications, computer graphics and modeling.

Unit – III

Basic concepts of Process Planning, Numerical Control and Part Programming Group, Technology and Computer – aided process planning, Robot technology and applications.

Unit – IV

Flexibility in manufacturing, managing flexible automation, Flexible automation in skill based manufacturing. Simulation application in manufacturing and computer-aided flexible manufacturing systems.